



To:

From: Clifton Sanders, Provost  
Jason Pickavance, Acting Provost

CC: Deneece Huftalin, President and Chair, College Planning Council  
Jeff Aird, VP Institutional Effectiveness

Date: September 2020

**Re: Strategy #6 Increase the number of awards in high-wage, high-demand programs**

This memo is to officially appoint you as the 2020-2021 lead for Strategy #6: High-demand programs. In this capacity, you serve as the primary college leader to ensure we successfully implement this strategy. This memo will provide a brief context and then review the expectations for the year.

### Review of 19-20 Recommendations

The 19-20 strategy report contained a brief review of the work and three recommendations. I respond to each below.

Recommendation	Response
1. Implement the Business & Industry Leadership Team (BILT) model.	We will continue the implementation of the BILT model in a way that best fits SLCC. See charge below.
2. Establish an ongoing, collaborative model of program evaluation and assessment. Integrate the various efforts into one project.	Agreed. See charge below
3. Consider establishing a formal process to evaluate CTE programs for potential closure/renovation.	Agreed. See charge below.

### Charge for 20-21

As the strategy lead, you are responsible for strategy implementation. Please complete the following this year:

- Track and report on our progress on meeting the performance funding targets for awards in high-demand, high-wage programs (what USHE calls “market demand”). The data science team has already established [this dashboard](#) to assist in your work.
- Continue the implementation of the BILT model in a way that best fits SLCC. We are trying to find ways to build to college’s profile among influential business owners and CEOs as well as ensure that the committees are comprised of people who can give meaningful, substantive feedback into the program and who are actively hiring the graduates.
- Design and propose a formal process to evaluate CTE programs for expansion, renovation, or closure. This should integrate with the college’s program review process but should be on a faster time frame and consider metrics specific to the programs tracked for performance funding.
- Assess institutional performance under this strategy. Working with the Data Science and Analytics Office, identify and analyze key metrics and how they align to the larger institutional goal of completion, equity, transfer, workforce, and sustainability and capacity.
- Identify and present critical, strategic decisions that must be made by College leadership to successfully implement the strategy. Please surface these with me so that we can schedule a time to discuss in cabinet or SLT meetings.
- Engage stakeholders to ensure participation, collaboration, and clear communication.
- Maintain the internal communication with regular updates on the work accomplished. This should include a minimum of three written updates per academic year.

A schedule for strategic discussions is under development. You may be asked to present updates at planning council, senior leadership team, or cabinet meetings. You will also meet with me and the president at least once each semester to discuss strategy progress. We will discuss any presentation preparation needs once dates and topics are set.

At the conclusion of the year, you will need to provide a short-written report on the work accomplished. This report will be submitted to Vice President Aird on May 1, 2021.



## **Stakeholders**

Given our college value of collaboration, please consider engaging stakeholders as you advance this strategy. You might consider hosting 1-1 discussions, large or small forums, direct meetings, online discussions or custom workshops.

## **Communication Plan**

Lastly, we are pulling together a coordinated web-based communication strategy for all nineteen strategies. We will be reaching out with further information within the next month to help you engage with that system.

If you have any further questions please regarding strategy process and communication reach out to Lauralea Edwards, Assistant Vice President for Strategy & Analysis at [Lauralea.Edwards@slcc.edu](mailto:Lauralea.Edwards@slcc.edu). I appreciate your service and look forward to working with you to advance our strategic plan.